

Santa Barbara County Organizational Analysis of Library Service Delivery

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Management
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Project Goals and Methodology

Analyze County library services' operations to identify ways to improve

- 1 Service delivery systems
- 2 Funding models

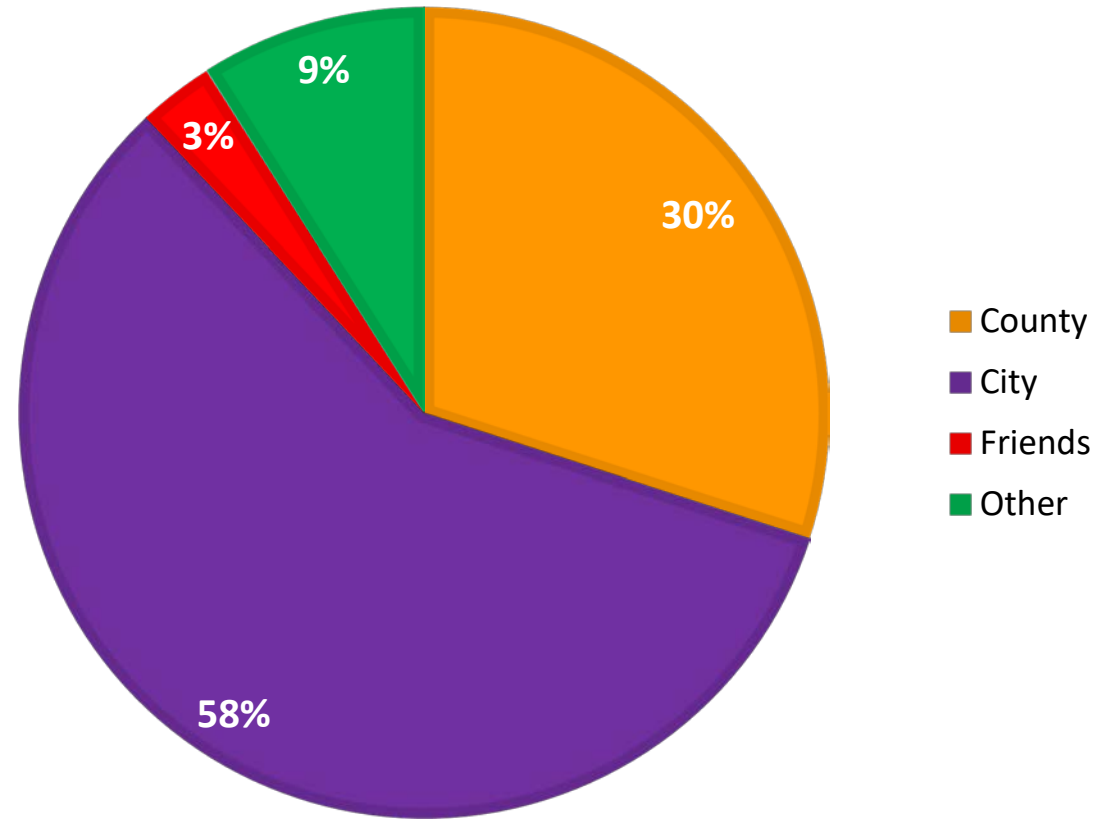
Methodology

- Interviewed over 79 individuals involved in the Library system
- Reviewed relevant documents to understand the system, funding, and operations
- Prepared case studies of six different library systems in California
- Developed illustrative funding models
- Formulated recommendations

Current Library System

- Per capita funding model
- Major sources for FY 2017-18:
 - County: \$3.8 million
 - City of Santa Barbara: \$4 million
 - Other Cities: \$3.3 million
 - Friends Donations: \$388,365
 - Other: \$1.2 million
- Current model does not consider income or other factors

Library System Funding Sources FY 2017-18



Principles Considered

- **Principle 1.** The County has primary responsibility to provide library services to unincorporated area residents and all such residents should have access to basic service.
- **Principle 2.** Communities of interest should share library facilities to avoid redundancies and to deliver services efficiently and in line with community priorities.
- **Principle 3.** Equity requires consideration of issues beyond population size in making funding decisions.
- **Principle 4.** County funding should supplement and complement other funding sources and the system should incentivize community participation and investment.
- **Principle 5.** Seek the highest and best use of County funds.

Population Data and County Funding, FY 2015-16

Library	City Population (2014)	County Funding Population Assumption (FY 2015-16)	County Funding (FY 2015-16)
Santa Barbara Central and Eastside Library	90,385	89,942	\$705,198
Goleta	30,202	87,427	\$688,923
Montecito	N/A	10,245	\$80,729
Carpinteria	13,442	16,706	\$131,646
Solvang	5,383	10,886	\$85,785
Buellton	4,893	10,885	\$85,777
Lompoc	44,042	44,042	\$351,312
Vandenberg Village	N/A	9,027	\$71,136
Santa Maria	106,280	106,280	\$800,920
Los Alamos	N/A	1,890	\$10,358
Cuyama	N/A	1,328	\$14,742
Guadalupe	7,414	7,414	\$56,199
Orcutt	N/A	33,236	\$261,901

Source: Library branch FY2015-16 budget documents.

- Lack of consistency in development of current service area populations
 - City population equal to service population for contract cities
 - No rationale for service population for libraries in unincorporated areas
- Libraries in incorporated areas shown in **light green**
- Contract cities shown in **dark green**

Library Budgets by Category, FY 2017-18

Library	Total Funding by Category for FY 2017-18			
	County Funding	City Funding	Friends Funding	Other
ZONE 1				
Santa Barbara Central/Eastside	\$785,527 (15%)	\$4,009,359 (75%)	\$41,150 (1%)	\$486,435 (9%)
Goleta	\$760,334 (48%)	\$552,713 (34%)	\$48,000 (3%)	\$246,900 (15%)
Montecito	\$92,389 (41%)	N/A	\$119,060 (53%)	\$15,075 (7%)
Carpinteria	\$209,656 (63%)	\$50,500 (15%)	\$53,101 (16%)	\$18,550 (6%)
Buellton	\$87,458 (36%)	\$141,651 (59%)	\$0 (0%)	\$10,740 (4%)
Solvang	\$87,458 (32%)	\$153,750 (56%)	\$20,000 (7%)	\$14,350 (5%)
ZONE 2				
Lompoc	\$434,911 (39%)	\$590,970 (53%)	\$0 (0%)	\$83,891 (8%)
Vandenberg Village	\$80,804 (71%)	N/A	\$5,000 (4%)	\$27,513 (24%)
ZONE 3				
Santa Maria	\$888,263 (29%)	\$1,821,163 (60%)	\$51,335 (2%)	\$280,324 (9%)
Cuyama	\$13,898 (95%)	N/A	\$0 (0%)	\$735 (5%)
Guadalupe	\$79,334 (88%)	\$5,000 (6%)	\$3,337 (4%)	\$2,110 (2%)
Los Alamos	\$19,010 (52%)	N/A	\$16,489 (45%)	\$845 (2%)
Orcutt	\$288,196 (89%)	N/A	\$30,893 (10%)	\$5,930 (2%)
Totals	\$ 3,827,238	\$7,325,106	\$388,365	\$1,193,398

- County is primary funding source for seven libraries. Four of those libraries in Zone 3.
- Individual cities where libraries are located are the main funding sources for six libraries. (Includes all three contract cities.)
- Friends group donations are the major funding source for one library.

Santa Barbara County makes a Large Contribution but Overall Library Funding is Mostly Below Average

- The County is a major funder to libraries in cities (other than the City of Santa Barbara).
- Aside from the City of Santa Barbara, library services funding is low in the County. At about \$17 per capita it is far below average for cities in the state.
- Case studies show most other county systems have more revenue sources.
- The County makes a relatively robust general fund contribution, especially for branches in cities.

Summary of Registered Users by Library

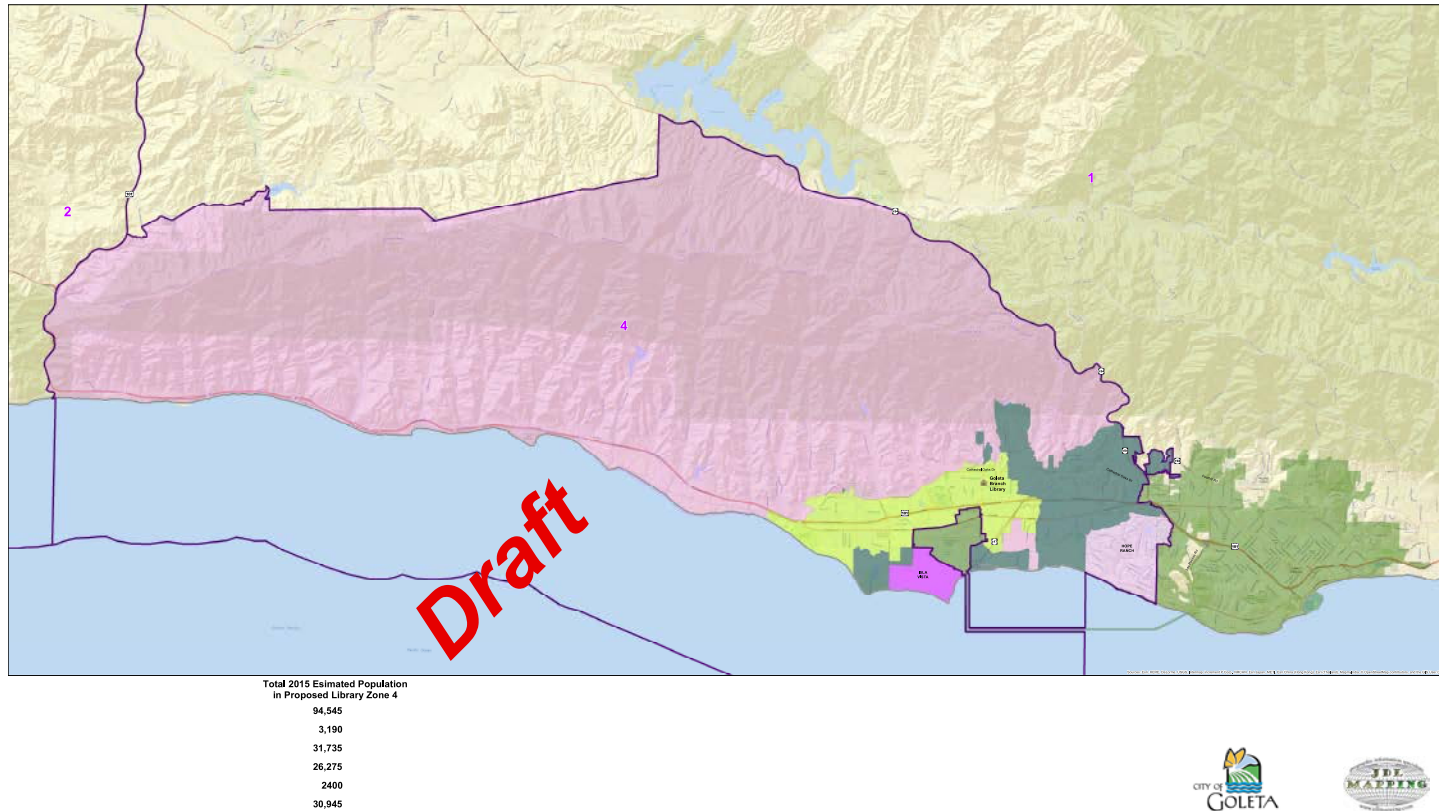
Library	Number of Registered Users (December 2017)	City/Community Population
Santa Barbara Central and Eastside Library	30,152	90,385
Goleta	15,857	30,202
Montecito	2,790	10,414
Carpinteria	4,071	13,442
Solvang	3,559	6,515
Buellton	1,865	4,893
Lompoc	14,177	44,042
Vandenberg Village	1,741	6,497
Santa Maria	29,330	106,280
Los Alamos	379	1,890
Cuyama	285	574
Guadalupe	1,266	7,414
Orcutt	5,553	28,905
Totals	111,025	351,453

- Table derived from zip codes of registered users
- Roughly one in four people are registered library users
- Libraries have mix of residents from unincorporated and incorporated areas
- Service area populations for some libraries overlap

Recommendations

- **Recommendation 1.** Create a Zone 4 with Goleta and standardize and update contact provisions and funding.
- **Recommendation 2.** Include the Goleta Municipal Library in Zone 4 with Buellton and Solvang and service to Isla Vista and Hope Ranch.
- **Recommendation 3.** Develop a funding formula based on equity principles including socioeconomic factors, geographic location/remoteness, literacy rates, and contributions from other sources.
- **Recommendation 4.** Dictate the allowable overhead/ administrative fee for all entities accepting County library funding, as well as a minimum service level.
- **Recommendation 5.** Form a Joint Powers Authority to deliver library services.

Recommendation 1



- **Recommendation 1.** Create a Zone 4 with Goleta and standardize and update contact provisions and funding.
 - Current Zone 4 plan has one library and a pop-up or satellite location.
 - Goleta to serve as contract city for Zone 4.

NOTE: Map Provided by City of Goleta

Recommendation 2

Zip Codes	Area Name	Santa Barbara Central Library	Goleta
93109	Santa Barbara	2,323	244
93117	Goleta/Isla Vista	1,830	7,684
93106	UCSB	40	54
93110	Hope Ranch/Santa Barbara	2,006	1,763
93111	Hope Ranch/Goleta Valley/West Santa Barbara	1,083	3,819
93105	Mission Canyon/Santa Barbara	5,082	1,147
93013	Carpinteria	639	89
93067	Summerland	127	12
93101	Downtown Santa Barbara	8,696	491
93103	East Santa Barbara	3,275	228
93108	Montecito	797	79
93440	Los Alamos	14	0
TOTALS		25,912	15,610

Recommendation 2. Include the Goleta Municipal Library in Zone 4 with Buellton and Solvang and service to Isla Vista and Hope Ranch.

- Buellton and Solvang are geographically close to Goleta.
- Majority of users in Hope Ranch (93110 and 93111) are registered users of Goleta library.

Recommendation 3 – Illustrative Funding Formulas

Amount of County Funding Allocated to Libraries							
Library	Current County Funding Allocations	Model 1: Projected County Funding Allocation Based on Number of Users	Model 2: Projected County Funding Allocation Based on Regional Population Data from SBCAG	Model 3: Population + Circulation	Model 4: Population (50%) + Circulation (30%) + Median Household Income (20%)	Model 5: Base Amount from Size Category (assigned by circulation) + Population (80%) + Median Household Income (20%)	Model 6: Base Amount from Size Category (assigned by population) + Circulation (80%) + Median Household Income (20%)
ZONE 1							
Santa Barbara Central & Eastside Library	\$712,961	\$918,327	\$809,906	\$890,130	\$727,096	\$660,707	\$750,411
Goleta	\$696,507	\$482,950	\$472,647	\$742,081	\$627,258	\$658,561	\$712,326
Montecito	\$81,618	\$84,974	\$92,890	\$104,944	\$103,217	\$108,719	\$77,218
Carpinteria	\$133,095	\$123,989	\$129,776	\$133,489	\$152,220	\$114,854	\$121,421
Solvang	\$86,729	\$108,395	\$100,463	\$95,118	\$122,133	\$111,452	\$81,721
Buellton	\$86,721	\$56,802	\$43,068	\$79,406	\$110,944	\$61,278	\$79,464
ZONE 2							
Lompoc	\$355,179	\$431,783	\$410,435	\$352,261	\$355,203	\$634,746	\$360,132
Vandenberg Village	\$71,919	\$53,025	\$87,734	\$65,029	\$96,078	\$59,801	\$57,145
ZONE 3							
Santa Maria	\$809,736	\$893,292	\$891,538	\$675,675	\$622,367	\$669,683	\$836,810
Los Alamos	\$14,904	\$11,543	\$16,860	\$10,602	\$64,375	\$56,567	\$15,422
Cuyama	\$10,472	\$8,680	\$5,120	\$8,863	\$79,735	\$57,916	\$13,841
Guadalupe	\$56,818	\$38,558	\$63,158	\$34,950	\$110,235	\$62,144	\$48,104
Orcutt	\$264,784	\$169,125	\$257,849	\$188,894	\$210,581	\$125,015	\$227,429

Recommendation 3

Funding Formula with Base Level Funding and Additional Funding Based on Selected Criteria

Model 6

Base amount of funding determined by size category

Funding formula based on:

Population (80%)

Median Household Income (20%)

Recommendation 3. Develop a funding formula based on equity principles including socioeconomic factors, geographic location/remoteness, literacy rates, and contributions from other sources.

- Model 6 results in the most equitable funding model
 - Least amount of significant change
 - Improves funding for most smaller libraries

Recommendations 4 and 5

- **Recommendation 4.** Dictate the allowable overhead/administrative fee for all entities accepting County library funding, as well as a minimum service level.
 - Minimum number of hours for unincorporated branches
 - Transparent, defined administrative fees
 - Any city or other entity can compete for a contract to provide library services (through RFP or similar process)
- **Recommendation 5.** Form a Joint Powers Authority to deliver library services.
 - Flexible service delivery
 - Long-term funding strategy

Thank You!

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